DOCUMENT RESUME

ED 180 565 JC 800 079

AUTHOR Wiedman, Phyllis L.
TITLE Management Development in California Community Colleges: A Report of an ACCCA Management Development Institute Survey in 1979.
PUB DATE Nov 79
NOTE 16p.

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Administrative Personnel: Administrator Attitudes: Community Colleges: *Consultants: Consultation Programs: Inservice Programs: *Junior Colleges: *Management Development: Presidents: Professional Development: Program Evaluation: Questionnaires: Resource Centers: Small Colleges: *Staff Improvement: State Surveys: Workshops
IDENTIFIERS *California: *Management Development Institute

ABSTRACT

The Association of California Community College Administrators' Management Development Institute was established in 1977 to provide workshop consultants and services for professional development activities. In 1979, a survey was conducted to determine whether the needs of the colleges were being met. Of the 105 California community college presidents who were surveyed, 74 responded. The study revealed the following: (1) 84% of the respondents reported that some type of management development program was planned or underway--by contrast, in 1977, this figure was 68%: (2) during the two years, the percentage of large colleges with some type of management development program increased from 77% to 87%, while the percentage of small colleges with a program jumped from 25% to 71%: (3) most presidents without plans for a program indicated either insufficient funds or that management development was a low priority as their reason: (4) the most common activities were regional or local workshops, presented by both outside and in-house consultants: management retreats: visitations to innovative programs: and professional leaves: (5) most presidents were familiar with the Institute and the majority had used its services or planned to do so: and (6) evaluations of Institute services and training were generally positive. The questionnaire and the presidents' suggestions append the report. (AYC)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED180565

MANAGEMENT DEVELOPMENT
in
California Community Colleges:

A REPORT OF AN ACCCA
MANAGEMENT DEVELOPMENT
INSTITUTE SURVEY IN 1979

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Phyllis Wiedman

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

by

Phyllis L. Wiedman, Ed.D

November 1979

JC 800 079

CONTENTS

Introduction 1

Findings of the Survey 1

Conclusions 6

Recommendations 6

Tables

Table 1 Status of Management Development Programs: Number of Presidents Selecting Response in 1977 and 1979 2

Table 2 A Comparison of Percents of Responses by Presidents of Small Colleges (4,000 ADA or Less) and Large Colleges (8,000 ADA or More) Regarding the Status of Management Development in 1977 and 1979 3

Table 3 Number and Percent of the 74 Respondents Who Indicated "yes" That Their College Had Participated in the Described Management Development Activity 5

Appendices

Appendix A Survey Instrument 8

Appendix B Reasons Given By Respondents As to Why No Program for Management Development is Being Considered 10

Appendix C Respondents' Evaluations of the Services Or Training of the Management Development Institute . . 11

Appendix D Additional Comments and Responses Made by Respondents 12

INTRODUCTION

In 1977, the ACCCA Management Development Institute was established to provide workshop consultants and services for community colleges offering or planning to offer professional development activities for administrators. A needs assessment survey conducted in April 1977, was used to provide data for the Institute's curriculum.[1]

Now that the Institute has been in operation for two years, it was decided to conduct a survey to determine whether the current offerings of the Institute are meeting the needs of the colleges, and to obtain suggestions for additions or modifications. The survey also provided an opportunity to obtain information as to whether community colleges have management development programs and the type of management activities currently available to administrators.

In October 1979, a survey instrument was sent to the president of each of the 105 California public community colleges (see Appendix A). Seventy-four (70 percent) surveys were received in time to be included in the study. This report summarizes the results of the study.

FINDINGS OF THE SURVEY

Presidents were asked whether they have or are planning a management development program, and if so, the status of the program. Eighty-four percent reported some type of management development program was planned or underway; by contrast, in 1977 in response to the identical question, 68 percent had responded some type of program was planned or underway (see Table 1). In 1979, only 15 percent, compared to 29 percent in 1977, reported that no program was being considered at the time of the survey.

A comparison in growth of the number of management development programs planned or underway between large colleges (8,000 ADA or more), and small colleges (4,000 ADA or less), revealed that large colleges having some type of program increased from 77 percent to 87 percent; in the same two year period, small colleges having some type of program jumped from 25 percent to 71 percent (see Table 2).

Respondents who indicated that at the present time there were no plans for a management development program were asked to explain why. Most indicated either insufficient funds, or that management development was of a lower priority (see Appendix B).

---

1. Wiedman, Phyllis B. 1978. Management Development Needs, Community College Administrators. Doctoral Dissertation, Brigham Young University.

Table 1

Status of Management Development Programs:
Number of Presidents Selecting Response
in 1977 and 1979[2]

Response	Number 1977	Percent 1977	Number 1979	Percent 1979
A comprehensive program is underway	14	17%	18	24%
A program has been developed but has not yet been implemented	2	2%	3	4%
A program is in the process of being developed	24	29%	25	34%
A program will be developed next year	9	11%	4	5%
At this time, no program for management development is being considered	24	29%	11	15%
Other	8	10%	12	16%
Omit	3	4%	1	1%
Total Respondents	84	100%	74	100%

2. Ibid.

Table 2

A Comparison of Percents of Responses
by Presidents of Small Colleges (4,000 ADA or Less)
and Large Colleges (8,000 ADA or More) Regarding
the Status of Management Development in
1977 and 1979[3]

	Small Colleges (4,000 ADA or Less)		Large Colleges (8,000 ADA or More)	
	1977	1979	1977	1979
A management development program is planned or underway	25%	71%	77%	87%
No program of management development is planned	75%	29%	23%	13%

3. Ibid.

In the survey, management development activities were specified, and presidents were asked to indicate whether their colleges had offered the activities. Fifty percent or more of the college presidents indicated the following activities had been offered (see Table 3):

Management development workshops by in-house consultants
Management development workshops by outside consultants
Administrator attendance at job specialty workshops
Off campus management retreats for the purpose of staff development
Travel to other colleges to observe innovative programs
Sabbatical or administrative leaves for the professional development of administrators

The most frequently indicated management development activity was "Administrator attendance at job specialty workshops," to which 92 percent responded "yes." Fifteen percent or less administrators indicated "yes" to the following activities:

Participation in the Higher Education Management Institute (HEMI) Program
Consortium management development arrangement with other colleges (outside your district)

The respondents were asked whether they were familiar with the activities and services of the Institute; ninety-three percent responded "yes." When asked if they had used the services of the Institute, 28 percent indicated that they had. Another 20 percent indicated that they had not, but do plan to use the services.

Those who had used the services of the Institute, were asked for an evaluation (see Appendix C). Most comments indicated the services were "excellent" or "good." When asked what additional services or workshops they would like to have offered by the Institute, several indicated no additional offerings are needed at this time. The following suggestions were made:

We need a "follow-up" schedule rather than an array of topics.
How about offering some of the workshops on a regional basis so that individuals with specific needs can play into them. (If you can keep the cost per individual low).
Retirement programming for your organization.
Workshop course, reorganizing to serve the older adult with a complete CC Program
Perhaps a workshop on educational marketing.
Workshop for districts not in collective bargaining to train administrators to avoid some of the problems that encourage the development of CB.
We plan to use in-district resource people.

Those who indicated they had not used the services were asked what additional services or workshops they would like to have offered by the Institute. Several indicated that the present offerings were satisfactory. The following suggestions were made:

Table 3

Number and Percent of the 74 Respondents
Who Indicated "yes" That Their College Had Participated
in the Described Management Development Activity

	Number Responding "yes"	Percent Responding "yes"
Management development needs assessment	32	43%
Management development workshops by in-house consultants	48	65%
Management development workshops by outside consultants	54	73%
Participation in the Higher Education Management Institute (HEMI) Program	10	14%
Consortium management development arrangement with other colleges (outside your district)	11	15%
District management development workshops for managers in a multi-campus district	31	42%
Administrator attendance at job specialty workshops	68	92%
Administrative internships	23	31%
Off campus management retreats for the purpose of staff development	43	58%
Travel to other colleges to observe innovative programs	62	84%
Sabbatical or administrative leaves for the professional development of administrators	44	59%

More information through "on-site" visitation with colleges concerning how MDI can help institutes (a mini-management review). For those institutions desiring this service, I would suggest a flat rate dollar cost.

Considering regional workshop for new board members, regional workshops on working with Academic Senates and for Faculty Associations.

A good workshop on information processing.

New managers workshop emphasizing supervision - so frequently those new to administration rely on the authority of their position to act arbitrarily, even arrogantly.

Presidents were asked whether they would like to have a regional workshop offered at which various approaches to setting up a management development program would be discussed. Forty-three percent responded "yes."

Respondents were invited to make any additional comments or suggestions. The responses are listed in Appendix D.

CONCLUSIONS

In the two years that have elapsed since the 1977 ACCCA survey on management development, there has been a strong increase in the number of colleges offering or planning management development programs. The greatest increase has occurred among the small colleges with 4,000 ADA or less; the percentage of small college presidents reporting some type of program increased from 25 to 71 in the two year period. However, the percentage continues to be lower for small colleges than for large colleges with 8,000 ADA or more; 87 percent of the large college presidents reported some type of management development program.

Various management development activities are offered by a majority of the colleges that participated in the survey. The activities mentioned by the greatest number of presidents were regional or local workshops presented by both outside and in-house consultants, management retreats, visitations to innovative programs, and professional leaves.

Most presidents indicated that they are familiar with the activities and services of the Management Development Institute. A majority of the colleges have either used the services or plan to use them.

The evaluation of the services or training provided by the Institute was generally positive and the offerings seem to be sufficiently comprehensive. Suggestions made by the presidents regarding possible additional offerings are included in the report.

RECOMMENDATIONS

Based upon the data of the survey, it is recommended that the Institute continue with its present services and activities. Suggestions for additional offerings should be reviewed for possible expansion of the curriculum.

The regional workshop program should be continued and possibly expanded as these workshops provide an alternative to colleges with restricted budgets. A regional workshop presenting various approaches to setting up management development programs would be helpful to a number of colleges.

The fee structure for Institute offerings should be kept low in order that most colleges can afford the services.

APPENDIX A

Survey Instrument

College _____

	Please Check
1. What is the total ADA for your college:	
(a) Less than 4,000	_____
(b) 4,000 - 8,000	_____
(c) More than 8,000	_____
2. (A) Do you have or are you planning a management development program and, if so, what is the status of your program?	
(a) A comprehensive program is underway	_____
(b) A program has been developed but has not yet been implemented	_____
(c) A program is in the process of being developed	_____
(d) A program will be developed next year	_____
(e) At this time no program for management development is being considered	_____
(f) Other (describe) _____	

(B) If your response to Item #2 was "e", please state why no program for management development is being considered

_____

_____

_____

Please indicate whether your college has the following management development activities:

	Yes	No	N/A
3. Management development needs assessment	_____	_____	_____
4. Management development workshops by in-house consultants	_____	_____	_____
5. Management development workshops by outside consultants	_____	_____	_____
6. Participation in the Higher Education Management Institute (HEMI) Program	_____	_____	_____
7. Consortium management development arrangement with other colleges (outside your district)	_____	_____	_____
8. District management development workshops for managers in a multi-campus district	_____	_____	_____
9. Administrator attendance at job specialty workshops	_____	_____	_____
10. Administrative internships	_____	_____	_____
11. Off campus management retreats for the purpose of staff development	_____	_____	_____
12. Travel to other colleges to observe innovative programs	_____	_____	_____
13. Sabbatical or administrative leaves for the professional development of administrators	_____	_____	_____
14. Are you familiar with the activities and services of the ACCCA Management Development Institute (MDI)?	_____	_____	_____

15. Have you used the services of any consultant from the ACCCA Management Development Institute?

Please check

Yes _____ No, but we plan to _____ No, and we have no plans _____

If "yes" to #15,

(a) What is your evaluation of the services or training?

(b) What additional services or workshops would you like the institute to offer? (refer to MDI catalog for information on current offerings)

If "no" to #15,

(a) Please list any suggestions for services or workshops that would make MDI more useful to you. (refer to MDI catalog for current offerings)

16. Would you like to have a regional workshop set up at which various approaches to setting up a management development program are discussed?

Please make any additional comments or suggestions.

Thank you for your assistance.

9/79

APPENDIX B

Reasons Given By Respondents As To Why No Program For Management Development Is Being Considered

We are under-staffed. Not in budget. We have a number of activities for management training, but not what this questions infers.
Lack of funds.
Lower priority in terms of institutional practices.
We have a general staff level program.
We're a small school and there aren't enough hours in the day to clear what we must do.
Insufficient time or staff to adequately prepare a management development program at this time.
Perhaps money, perhaps busy agendas in other directions.
Not certain: District is conducting training programs.

APPENDIX C

Respondents' Evaluations Of The
Services Or Training Of The
Management Development Institute

We had four. Three were excellent.
Ok.
Good.
Training would rate as good.
Fair.
Very good.
Well received.
Outstanding.
Excellent.
We have no budget for this.
Very good.
Acceptable to good.
Too centered on what worked well at their college.
Fair - one experience.
Excellent.
Excellent - of lasting value to the college.
We felt the presentations were valuable experiences for our staff, and were professionally presented.

APPENDIX D

Additional Comments And Responses Made By Respondents

Your catalog of available services looks good. We just haven't taken advantage of it.

Current workload in developing a new institution for all management at the college precludes our giving serious consideration to participating in a management development program at this time.

Yes, in cooperation with our nine-college district.

Would like to know about services available from MDI.

We have been on an internal program of management development for two years. So far it has gone well, using external special programs to reinforce individuals. We may need to look soon at external options to avoid "talking" to ourselves in narrow voices.

Management development program is usually conducted through the Community College District Office. All colleges participate.

Insure the consultant/instructor studies the institution to be visited and knows something about it and its particular needs before the session - be prepared.

Is there some way an individual might attend one of these workshops when it is being held at another institution?

Upon looking at your fee schedule, we have determined it to be excessively high. We have retained consultants on our own for less money. If your consultants are to have the advantage of ACCCA sponsorship, their fees should be somewhat lower.

I believe the offerings are valid and timely. An examination of budget and a needs analysis on campus at our college are required before we enter any plan. We are, however, positively inclined to MDI approach.

Less expense.

Yes, emphasis on regional so we can cut travel costs.

Yes, through our community college district.

ERIC Clearinghouse for Junior Colleges
96 Powell Library Building
University of California
Los Angeles, California 90024

FEB 22 1980